STATE OF ALABAMA
DEPARTMENT OF REVENUE — FY09 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To deliver information technology solutions and services enabling the Department of Revenue to effectively and efficiently administer the tax laws of the State of Alabama

IT VISION

To ensure the Department of Revenue has the highest quality information services and technology possible to fulfill its mission

VALUES

- Integrity
  We will adhere to high moral principles and professional standards
- Excellent service
  We provide quality services in a timely manner to ensure our users have the tools they need
- Fairness
  Each of our employees and customers will receive our full support and respect
- Accountability
  We take full responsibility for our actions and decisions
- Teamwork
  We will work together to ensure the job is done right

WORKLOAD MEASURES

W1: # of hours spent on service requests
W2: # of hours spent on data processing requests
W3: # of clients served
W4: # PCs supported
W5: # of network servers supported
W6: # of helpdesk requests

STAKEHOLDERS
(Expectations)

CUSTOMERS

- Taxpayers
- Department of Revenue
- Other government agencies (state, federal, and local)

Expectations

- *Accurate, reliable, and dependable services, systems, and applications*
- *Safe, secure systems and applications*
- *Timely and responsive support*
- *User-friendly solutions, systems, and applications*
- *Cost-effective solutions*

LEADERS

- Governor and Legislature
- Revenue Commissioner

Expectations

- *Performance*
- *Cost effectiveness*
- *Responsiveness*

PARTNERS

- ISD
- Other government agencies
- Vendors

Expectations

- *Collaboration*
- *Responsiveness*

STRENGTHS

- Consistent funding
- Quality staff
- Supportive senior leadership
- Partnerships with vendors
- Ability to maintain current technologies and software applications
- Revenue's work environment

WEAKNESSES

- Need to extend RITS contract near the end of FY09
- Lack of control over key IT infrastructures

OPPORTUNITIES

- ISD establishing and testing a disaster recovery site
- Increased off-site back-up storage availability for network data
- Increasing acceptance of electronic exchange of data between governmental agencies

THREATS

- Lack of operational disaster recovery system for legacy system
- Dependence on long-term viability of outsourced vendors
- Increasing reliance on wireless and web-based systems place greater burdens on information security

CRITICAL ISSUES

INTERNAL
IC1: Need to extend RITS contract prior to 1 Aug 09. (G1)

EXTERNAL
- None

KEY GOALS, STRATEGIES AND ACTION PLANS

G1. *Current Technology* - Provide current desktop and network technologies and application systems for revenue department customers and stakeholders. (GP2)

OBJ1: 95% of computers and network hardware "current" by the end of FY09. (% of "current" computer and network hardware)

OBJ2: RITS rollout 5 completed (# of RITS implementation phases completed)

OBJ3: 100% of RITS development staff trained in Microsoft.net (% of RITS trained staff)

S1: (PW, MB) Replace non-current computer and network hardware & software.
  A. Identify computer and network systems requiring replacement due to age, outdated capabilities and warranty expiration by July 09
  B. Configure, procure and install replacement systems by Sep 09.

S2: (HT) Migrate rollout 5 taxes from mainframe to RITS.
  A. Complete rollout 5 IT activities for RITS by Sep 09.
  B. Modify ARIS to stop processing roll out 5 taxes by Sep 09.

S3: (HT) Execute training plan schedule to ensure required personnel are trained on Microsoft .NET software development technologies in time to support rollout schedule.
  A. Complete scheduled training supporting Phase 5 rollout based on training assessment and training plan by Nov 08.
  B. Monitor and evaluate training completion by Nov 08.

G2. *Secure Technical Infrastructure* – Improve network security and disaster recovery capabilities. (GP2)

OBJ1: 100% of laptops and Taxpayer Service Center PCs have hard drive and removable media encryption by the end of March 09. (% of encrypted machines)

OBJ2: A backup RITS production system is available for disaster recovery by January 09. (Tested recovery system in place)

S1: (PW) Implement encryption software for all laptops and all desktops located in Taxpayer Service Centers.
  A. Identify and procure encryption software by November 08.
  B. Install software by March 09.

S2: (MB) Install backup servers at an offsite facility to access disaster recovery data necessary to execute RITS production environment.
  A. Identify facility to host servers and/or storage area network by October 08.
  B. Procure and install servers and necessary infrastructure by January 09.

G3. *Customer Satisfaction* – Increase the level of end-user satisfaction with ITD support and services. (GP2)

OBJ1: 85% of work orders completed on time. (% of work orders closed out on time)

OBJ2: 95% of users surveyed satisfied or better (user satisfaction)

S1: (DA) Analyze the most prevalent help desk calls that are not being resolved on time.
  A. Categorize problems by Jan 09.
  B. Identify overdue problems by Jan 09.
  C. Identify or develop training activities to address problems by Feb 09.

S2 (GG, KB) Create a customer satisfaction survey on our REVINET.
  A. Create application for survey by Jun 09.
  B. Compile results of survey by July 09.
  D. Review results and create an action plan by Aug 09.

7/30/2007